

terestedness, an ingrained and transparently  
 native modesty  
 and a complete indifference to his own  
 personal position  
 in the world, presents a phenomenon so  
 unusual that he  
 has, constantly, been accused of being  
 Machiavellian  
 For this there is no better evidence than the  
 fact that he  
 has an authentic preference for getting  
 things done to  
 being seen as doing them     He really is the  
 "unassuming  
 expert"     the man who desires both to know,  
 and to serve,  
 for its own sake     One can see both this  
 strong sense of  
 duty—remarkable in that it included public  
 as well as  
 private duty—and this real indifference to  
 the world's  
 ratings or its rewards, as part of his  
 inheritance from  
 both father and mother, lifted, in his case,  
 to a higher  
 potency by mental endowments     rarely  
 found in com-  
 bination with just that type of moral metal  
 He has a  
 passion for knowledge, but also a passion for  
 service     He  
 does not want to keep what he knows to  
 himself he wants  
 to communicate it     To that end, he not  
 only studied  
 intensively, history, economics and law  
 —taking, as it  
 were in his stride, an LL B degree at London  
 University  
 some time in the mid-'eighties,—he also  
 taught himself  
 to expound what he knew by giving unpaid  
 lectures at  
 the London Workmgmen's College  
 Nevertheless, there  
 was the danger that, left to himself, he might  
 have remained  
 the expert     But he was not to be left to  
 himself     That  
 he was not to be so left was made certain by  
 his rare faculty  
 for corporate effectiveness, a faculty

which is not, of  
course, purely mental      He was eminently  
"good to work  
with" and people are not good to work with  
unless they  
possess certain humane attributes      Andng  
these a sense  
of humour ranks high, and he has plenty of  
humour, of  
his own special brand      Add to that a real  
power of enjoy-  
ment, a zest in the exercise of faculty, an  
immense gift  
for finding interest everywhere, boredom  
almost nowhere,  
a temper not easily exasperated,      and a  
disposition to